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November 4, 1991

Mr. C. D. Gatenby
 Director of Planning and
 Corporate Affairs
 Philip Morris K.K.
 Akasaka Twin Tower
 Main Tower 14F
 2-17-22, Akasaka, Minato-ku
 Tokyo 107, Japan

Dear Dermot:



This letter follows up on the conversations you and Jan Goodheart have been having concerning possible ETS meetings in Japan at the end of November.

As indicated by the correspondence you have seen, we suggested originally to Dr. Ohkawa that company representatives in Japan consider arranging meetings at the TIOJ and with airline officials in late November. Dr. Ohkawa responded by asking for an estimate of the cost of having Dr. Larry Holcomb come to Tokyo for that purpose, either before or after the Bangkok air quality conference that Dr. Holcomb will be attending on November 27-29. Perhaps put off at least in part by the cost, Dr. Ohkawa subsequently wrote to say that he did not think that any purpose would be served by Dr. Holcomb's meeting in November with airline officials in Japan. He went on to say that a meeting at TIOJ also appeared to him to be impractical in view of the costs (which, as requested, contemplated three days of meetings) that we had estimated.

As you know, I wrote subsequently to Michiko, asking how she thought we ought to proceed -- and suggesting that we offer to absorb a portion of the expense of a visit by Dr. Holcomb. After further conversations with Jan, at which time we agreed that too much time probably has passed to arrange airline visits, it occurred to us that we perhaps should pull back a bit -- and suggest to Dr. Ohkawa and other TIOJ members that we limit our efforts in late November to a one-day meeting at the TIOJ.

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What we have in mind is a TIOJ meeting on Monday, November 25, that would focus on ETS activities involving our Asia consultants that might be undertaken in Japan during 1992. I could use the occasion to provide TIOJ members a status report on the Asia ETS consultant project, explaining the kind of activities that would be possible in 1992 and describing how our Japanese consultants have performed during 1991. I also could describe at that time what ETS activities have been carried out during 1991 in other countries in the Asia region.

I would like to leave the TIOJ meeting, if one can be arranged, with a clear idea of what efforts we should consider undertaking with our ETS consultants in Japan during 1992. That would permit us to begin planning and budgeting for the year, with reasonable assurance of our being able to meet whatever needs and expectations you and your colleagues in Japan might have.

If there is to be a meeting at the TIOJ, along the lines I have described, I see no reason to include Dr. Holcomb. Consequently, the only expense we would have to worry about would be my own travel and time expenses -- essentially one day, including travel time, plus air fare. We are prepared to absorb those expenses (approximately \$2,000) as part of the Asia Project if you believe that would be appropriate. What I want to avoid, of course, is our letting cost considerations get in the way of our doing the kind of planning that would permit us to extract maximum value out of the consultant resources we have developed.

I would greatly appreciate having your advice and assistance in this matter.

Sincerely,



John P. Rupp

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